Leading the Way

2005–06 ANNUAL REPORT
OUR MISSION
The Culinary Institute of America is a private, not-for-profit college dedicated to providing the world’s best professional culinary education. Excellence, leadership, professionalism, ethics, and respect for diversity are the core values that guide our efforts. We teach our students the general knowledge and specific skills necessary to live successful lives and to grow into positions of influence and leadership in their chosen profession.

This annual report, covering Fiscal Year June 1, 2005 through May 31, 2006, was submitted at the Annual Meeting of the Corporation of The Culinary Institute of America on October 28, 2006.

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The Culinary Institute of America, 1946 Campus Drive, Hyde Park, NY 12538-1499 • 845-452-9600 • www.ciachef.edu

The CIA at Greystone is a branch of the CIA, Hyde Park, NY.
“Do not go where the path may lead, go instead where there is no path and leave a trail.”

Ralph Waldo Emerson, American author, poet, and philosopher

What a great blueprint for leadership. Although Emerson likely never met Frances Roth, his profound words could easily have been used to describe Mrs. Roth’s role in the founding of our college 60 years ago.

Mrs. Roth took the traditional European model of training chefs—on-the-job experience via apprenticeships—and turned it upside down. In 1946, she spearheaded efforts to open The New Haven Restaurant Institute, later renamed The Culinary Institute of America, and the culinary revolution in our country was launched.

The idea of a chef needing formal education to cook was basically unheard of prior to that time, let alone the concept of earning a degree to get ahead in the industry. Most chefs were thought to be unskilled, nonprofessional laborers consigned to the kitchen. But the advent of formal culinary education—quietly initiated by that small cooking school in New Haven—redefined first the perception of American chefs, and then the food industry as a whole. Throughout the past six decades, The Culinary Institute of America has been at the forefront of this transformation, leading the way in the evolution of the foodservice world.

This year, we can all feel great pride and exhilaration as we commemorate the college’s 60th anniversary. It’s time to celebrate!

Celebrate the accomplishments, like the creation of our ground-breaking PLY curriculum, the startups of our award-winning restaurants on campus, the launch of our bachelor’s degree program, the opening of our Greystone campus in the Napa Valley, and the creation of our Industry Solutions Group—one of this year’s many exciting initiatives you’ll read about in the pages that follow.

Celebrate the continued enhancement of the CIA’s top-notch education facilities, such as the Hilton Library, the Colavita Center, Anton Plaza, and our most recent additions, the beautiful Admissions Center on the Hyde Park campus and the innovative new centers for food and wine exploration at Greystone.

And, especially, celebrate the people. Visionary people like our founders, Frances Roth and Katharine Angell; past leaders such as Jacob Rosenthal and Ferdinand Metz; our talented staff and faculty members through the years; our more than 37,000 alumni and students who are leading—and will continue to lead—the industry; and, of course, all of you, our friends and benefactors.

So go ahead; join in the celebration. Have fun, raise your glasses high, and toast the 60th anniversary of the world’s premier culinary college. Here’s to leading the way for many more years to come!

DR. TIM RYAN, C.M.C.  President

WILLIAM C. ANTON  Chairman of the Board
Sixty years. Six decades. Three score. However you label it, that’s an impressive amount of time to maintain a gold-standard reputation as the leader in your field. And that’s just what The Culinary Institute of America has done. The extraordinary accomplishments throughout our history—culminating this year in our 60th anniversary celebration—have always been fueled by passion, and that’s what drives us today.

Webster’s dictionary defines passion as “a strong liking or desire for or devotion to some activity, object, or concept.” Similarly, a strong devotion to excellence in all things culinary and an enduring passion for food have helped define who and what the CIA is, and why the college has, for so many years, been leading the way in culinary education.

Before we explore the CIA’s most recent accomplishments, let’s take a look back at how we got here—at the people, initiatives, and events that have brought us to this milestone year.

“Only passions, great passions, can elevate the soul to great things.”

Denis Diderot, French Philosopher and Writer
Did You Know?
Frances Roth never worked in a restaurant, but she was one of the most influential pioneers in culinary education. Who was this woman who changed the face of chef training as we know it? The daughter of Jewish immigrants, Mrs. Roth was born in New Haven, CT in 1896. She graduated from New York University Law School, and became the first woman to not only pass the Connecticut bar exam, but also gain admittance into the Connecticut Bar Association. She went on to become an accomplished city prosecutor for New Haven. Her friendship with local restaurant leaders—who knew her reputation for getting things done—led them to ask her to head up a training school for chefs. The rest is (60 years worth of) history.

A Passion for Professionalism
From the very beginning, CIA co-founder Frances Roth was determined to establish a school that would become “the culinary center of the nation.” With support from co-founder Katharine Angell, Mrs. Roth turned her passion into a new vision for educating chefs. Taking chef training beyond the European apprenticeship model, she promoted the idea that chefs needed formal education to ply their craft and reach a new level of professionalism. That idea took root, and the fruits of her work are apparent today—there are no fewer than 285 degree-granting culinary schools throughout the United States.

But, only one has been leading the way for 60 years. Only one is The Culinary Institute of America.
A Passion for Leadership
While world-class facilities and ground-breaking curricula have helped make The Culinary Institute of America the unrivaled leader in culinary education, it’s people who have been at the forefront of the college’s drive for excellence.

To lead, you must have strong leadership. The CIA has had that every step of the way, from its founders to past presidents like Jacob Rosenthal and Ferdinand Metz to current President Dr. Tim Ryan. Mr. Rosenthal left his mark by instituting the year-round “Progressive Learning Year” curriculum still in use today at the college; orchestrating the move from New Haven, CT to St. Andrew-on-Hudson, a former Jesuit novitiate in Hyde Park, NY; and opening the college’s first student-staffed restaurant, the Epicurean Room (later to become the Escoffier Restaurant).
During Mr. Metz’s tenure, the college expanded its continuing education programs; opened three more on-campus restaurants and a bakery café; built a comprehensive culinary library; enhanced studies in nutrition, American cuisine, and baking and pastry; opened the Greystone campus; enhanced our associate degree programs; and launched two bachelor’s degree programs.

Dr. Ryan has continued this momentum with the opening of the Colavita Center for Italian Food & Wine, the building of Adirondack-style student residence lodges and the elegant Anton Plaza in Hyde Park, the introduction of new state-of-the-art centers for learning at Greystone, and extensive curriculum enhancements.

Both Mr. Metz and Dr. Ryan have extended their leadership to the industry as well, each serving terms as American Culinary Federation president (Dr. Ryan was the youngest ever) and teaming with CIA colleagues to earn medals in international competitions such as the Culinary Olympics.

And, of course, the college’s faculty and staff members have helped us lead the way by calling upon their dedication, talent, and expertise to educate the future leaders of the profession. Today, these alumni leaders—more than 37,000 strong—serve as executive chefs, bakers, entrepreneurs, corporate chefs and managers, food writers, R&D professionals, and much more in virtually every area of the industry.
A Passion for Excellence

Amid all the milestones and accomplishments in our 60-year history, one thing has remained constant—a shared passion for culinary excellence. Students strive to achieve it; faculty members teach it; alumni and industry friends of the college champion it around the world. It’s evident in our many acclaimed culinary texts and in the prestigious awards (such as the Ivy) that our restaurants have won. This passion—this drive for excellence that defines what The Culinary Institute of America is all about—guides us forward. And it’s why we’ll continue to lead the way in culinary education in the years to come.

Did You Know?

When the CIA was ready to leave New Haven, CT, in 1970, sites as far as Chicago, Atlanta, and Columbia, MD were considered. How did the college end up in Hyde Park, NY? Then-president Jacob Rosenthal noticed a trend for the Roman Catholic Church to divest some of its properties, and asked a visiting Catholic brother for a list of such properties for sale. Lo and behold, the St. Andrew-on-Hudson Jesuit novitiate was on the list, and after a visit, Mr. Rosenthal decided it “lends itself to the creation of ideal facilities and an ideal educational environment.” Looking at the campus today, more than three decades later, the outcome of his vision is truly remarkable.

Spanning 60 years of culinary excellence: the CIA’s very first graduating class (top) and graduates from the bachelor’s degree programs last December (above).
We’ve all seen the look...brow furrowed, eyes focused, jaw resolutely set in intense concentration. It’s the look of determination, a look that says, “I’m not going to quit until I achieve exactly what I set out to accomplish.” And it’s a look that’s frequently etched upon the faces of everyone who learns, teaches, and works at The Culinary Institute of America.

This is the kind of perseverance, dedication, and drive that has helped the CIA stand out as the leader in culinary education. It’s no surprise that, even after 60 years, we’re still determined to break new ground, to strive for excellence in all of our endeavors, and to accomplish great things in culinary arts education.

“An invincible determination can accomplish almost anything.”

*Thomas Fuller, British Scholar, Author, and Preacher*
A Determination to Teach Future Leaders

One of the key components of the CIA’s strategic plan is the ongoing development of superior, compelling programs. The college continues to give students a wide variety of ways to learn more about food and professional practices in the foodservice and hospitality industry.

Several of the most recent educational initiatives provide more choices for students seeking a CIA associate degree. The college launched the Associate Degree Program for Advanced Career Experience (ACE) students, which offers qualified enrollees credits for prior knowledge or learning equivalent to that required of the externship. This allows students to graduate with their A.O.S. degree 18 weeks sooner for increased career efficiency. The CIA is also now bringing its groundbreaking associate degree curriculum to the West Coast, offering the program at its Greystone campus in St. Helena, CA for the first time. Finally, the CIA’s alliance with the Cornell School of Hotel Administration has produced a collaborative degree program for students with a passion for food and hospitality operations. After earning their associate degree at The Culinary, students can now transfer to Cornell and complete their Bachelor of Science in five to six semesters.

Recognizing the continued importance of studying world cuisines and cultures, the CIA launched its enhanced, state-of-the-art foreign language laboratory. The lab features voice- and text-based technology that further helps students practice speaking and listening skills in French, Spanish, and Italian.

A number of events on and off campus give students plenty of chances to learn outside the kitchens and classrooms. Thanks to a partnership with Restaurant Associates, the CIA sent students from the Garde Manger class with four faculty members to cook at the U.S. Open tennis tournament in Flushing Meadows, NY. The Produce Marketing Association (PMA) Nucci scholarship allowed eight students and two faculty members to travel to Monterey, CA for the PMA retail produce convention. And, expanding on the college’s popular California experience, select bachelor’s degree program students are now traveling to Italy for their Food and Wine Seminar between the junior and senior years. This experience gives them the chance to explore exciting culinary destinations including Venice, Rome, and Florence and major wine regions such as Tuscany, Piedmont, and Veneto.

There are many ways the CIA is leading the way, such as the A.O.S. program at Greystone and advanced technology in the foreign language laboratory.
Back in Hyde Park, the first-ever New Zealand Master Class exposed students to the wine and food of that country, and the Women in Food-service Leadership Day brought female leaders from various facets of the industry to campus to share their career experiences with students.

And as always, the college continues to strive for excellence when it comes to providing quality culinary education. Currently, more than 60 faculty and staff from six departments are working diligently to identify new ways to enhance the degree program curriculum. This ongoing collaborative effort will bring about some exciting changes for degree program students in the next several years, and facilitate curriculum growth well into the future.

A Determination to Serve the Whole Student
At The Culinary Institute of America, we look beyond the classrooms and kitchens to give our students a superior overall college experience. Recent upgrades and enhancements to campus facilities and services have supported this objective.

Did You Know?
The CIA’s longest-tenured chef has retired...or has he? Before his retirement in August, Jim Heywood ’67 was not only a graduate and beloved chef-instructor of the college, he was one of the few remaining members of the campus community who bridged the gap between the New Haven and Hyde Park campuses. Thirty-seven years ago, he returned to his alma mater to join the faculty, and went on to teach garde manger, American cuisine, culinary skill development, and more to countless students. He is perhaps best-known for his award-winning chili, the recipe for which he refuses to divulge. “I could tell ya, but then I’d have to kill ya,” he has said. Chef Heywood epitomizes the concept of CIA as family, as his wife Liz is a 1974 alumna of the college and both of his sons are ’95 grads. Although he’s officially considered “retired,” he’s determined to stay involved with his CIA family as an ambassador, traveling to talk about the college and do cooking demonstrations. Which only goes to prove: you can take the chef out of the CIA, but you can’t take the CIA out of the chef.

One of many opportunities for CIA students to interact with industry professionals—the Women in Foodservice Leadership Day at the CIA’s Hyde Park campus.
The spectacular new Admissions Center, opened last January, is the ideal venue for welcoming applicants and new students to the college. The 25,000-square-foot facility, which houses the college’s Admissions, Financial Aid, and Bursar’s offices, also provides more streamlined enrollment and financial aid services for current students.

In May, the college opened its new athletic fields, which are home to the popular intramural softball and flag football programs, as well as our intercollegiate soccer and paintball teams. This past year the soccer team battled for the Hudson Valley Men’s Athletic Conference Championship, surrendering the deciding goal late in a valiant effort.

Two new student kitchens were constructed, one each in Angell and Rosenthal Halls, featuring Viking commercial stoves along with refrigerators, prep stations, and microwave ovens. A total of seven student kitchens are now available in residence halls across the campus. Additional residence hall enhancements—colorful new painting and lighting schemes, coin-free laundry machines, and the addition of two new senior resident assistant positions—help provide students with a pleasant, productive living environment throughout the course of their education.
With an eye toward students’ health and wellness, the college hired a licensed psychologist to head up the Counseling Services Office and to provide clinical supervision to staff counselors. A number of informational sessions were held on campus covering topics such as HIV, Diabetes Education, Quit/Win Smoking Cessation, Breast Cancer Awareness, and Heart Disease. Perhaps most impressive, the college’s Health Services staff treated more than 18,000 cases in the past year.

Of course, CIA students continue to have fun too! Carrying on the college’s seasonal traditions, students celebrated in style at the Stars & Stripes Weekend, annual pumpkin-carving contest and Halloween Bash, and Winter Formal Dance. They relaxed for the summer’s outdoor Moonlit Movie series and quirky but popular “bada BINGO” games, and once again flexed their culinary muscles at the annual Chili Cook-off and Chowder Cook-off.

A Determination to Advance the Profession
The Culinary Institute of America strives to build leaders both in the food world and within its own community in a variety of ways.

Savvy culinarians turn to the CIA’s popular Baking & Pastry Arts and Accelerated Culinary Arts Certificate Programs, Certified Wine Professional training, and the certification program for sales professionals to help take their careers to the next level.
Now chefs are signing up in increasing numbers to earn ProChef Certification at the college. The CIA joined forces with the American Culinary Federation to create this prestigious certification program that has fast become a valuable credential in the food world.

The Culinary Immersion for Foodservice Professionals program was introduced for industry professionals who would benefit from a better understanding of the back of the house. This three-day course puts all of an organization’s team members on the same page in the culinary world, giving them the chance to learn the skills and speak the language of chefs.

The college continues to offer top-notch training materials to the industry as well. The most recent DVDs to hit the market are “The Healthy Palate,” “Restaurant Economics,” and “Basic Kitchen Preparations.” Textbooks recently completed by the CIA include *Grilling, Culinary Fundamentals,* and *Culinary Boot Camp: Five Days of Basic Training at The Culinary Institute of America.*

Internally, the college took steps to further strengthen its leadership team. Leadership Competencies established for our top management group will help Cabinet members better understand strengths and weaknesses, thereby enhancing their leadership effectiveness. That initiative joins the existing “Premier Performance” system in making sure the goals of all CIA employees—from top to bottom—align with our mission.
Importantly, the college also advanced the quality of entering students. Enhanced recruitment programs, strategic use of the Web site and online search tools, and close coordination of efforts between the Admissions and Communications teams had major impact. As a result, inquiries rose sharply and application numbers doubled. The CIA was more selective than ever in accepting students, giving Admissions the flexibility to bring even more future leaders to campus.

And in the greater foodservice world, our alumni distinguished themselves as leaders in many ways. Four of them won James Beard Awards—Outstanding Chef: Alfred Portale ’81, chef/owner of Gotham Bar & Grill in New York City; Outstanding Pastry Chef: Johnny Iuzzini ’94, pastry chef at Jean Georges in New York City; Outstanding Service: Gary Danko ’77, chef/owner of Gary Danko in San Francisco, CA; and Best Chef: Southeast: John Besh ’92, executive chef/co-owner of Restaurant August in New Orleans, LA.

Michael Kornick ’82 was one of six foodservice operators in the United States to earn a 2006 Ivy Award from Restaurants & Institutions magazine, for his Chicago restaurant, mk. And four graduates were among Restaurant Hospitality’s Rising Stars: Brian Bistrong ’89, The Harrison, New York City; Paul Virant ’94, Vie, Chicago; Jeremy Grandon ’98, Jeremy Restaurant & Bar, Keego Harbor, MI; and Matthew Zappoli ’98, Fresh, La Jolla, CA.

Enhanced programs, dedicated faculty and staff, high-caliber students, accomplished alumni... it’s easy to see why The Culinary Institute of America is leading the way.
How do we come up with new ideas for our customers? That’s a question that, more than ever, The Culinary Institute of America is answering for leading foodservice companies. Certainly, the CIA has a rich history of teaching the fundamentals to aspiring culinarians and providing continuing education for food professionals. But today’s CIA also serves as a key resource for culinary innovation to leading food organizations.

The CIA’s 125-plus instructors collectively have such a wealth of knowledge and experience that they can’t help but bring fresh, innovative ideas to a project or learning situation. Add the college’s world-class facilities on both coasts, customized programs covering a variety of culinary topics, and extraordinary support from the industry at large, and you have a guaranteed recipe for success in foodservice thought leadership and innovation.

“**INNOVATION DISTINGUISHES BETWEEN A LEADER AND A FOLLOWER.**”

*Steve Jobs, CEO, Apple Computer*
Innovation in R&D

One of the more exciting initiatives created at the CIA in recent years is the Industry Solutions Group (ISG), the college’s newly organized in-house consulting team. The ISG is charged with providing tailored solutions in research and development, flavor exploration, product testing and development, supplier and operator relations, and training/certification for the food industry. Since its inception earlier this year, the ISG has been called upon by numerous foodservice manufacturers, operators, and associations to develop innovative ideas and solutions that help increase their bottom lines.

For example, the ISG has worked with The Coca-Cola Company to create new drink recipes for casual dining restaurants using its fountain drinks. “Coca-Cola Specialty Beverage” recipes include the Coca-Cola Hot Tamale and other unusual variations on old favorites. Radisson Hotels & Resorts turned to the ISG for help in providing guests with more dining options, including those that help travelers maintain a healthful lifestyle. The result was Tasteful Choices, a menu insert that includes 15 options for breakfast, lunch, and dinner.

Did You Know?

A CIA graduate is in charge of culinary innovation for McDonald’s Corporation. Dan Coudreaut ’95 has the enormous task of developing menu items for McDonald’s vast system of more than 13,700 U.S. restaurants. Even the most casual diner has to have noticed the enhanced quality and variety of choices at the burger chain titan since Chef Coudreaut started innovating. Having introduced such popular new items as the Asian Chicken Salad and Spicy Chicken Sandwich, he continues to turn to his alma mater as a resource. “What amazes me about the CIA is that it is constantly innovating,” he says. “The college is always on the edge. I know today if I call the CIA, it will have the most up-to-date trend information.” Chef Coudreaut will continue to take full advantage of that knowledge as he develops future menu items under the Golden Arches. And his customers? They’re lovin’ it!

Dan Coudreaut ’95
And the CIA helped some of the nation’s top food scientists from the Research Chefs Association hone their kitchen skills through custom training programs and team building. Additionally, the college designed online courses for the International Foodservice Manufacturers Association, assisted in curriculum design for the American Egg Board, and sent representatives to present and lend expertise to a variety of events hosted by organizations such as Reed Exhibitions, the Cooperative Exchange, and the Council of Hotel and Restaurant Trainers.

The exciting new facilities at The Culinary Institute’s Greystone campus have solidified its role as the industry’s culinary think tank. The CIA’s West Coast campus is a leading center that offers faculty and venues that spark the creative process in menu and flavor development—from the Ventura Foods Center for Menu Research and Development to the Williams Center for Flavor and Discovery to the Rudd Center for Professional Wine Studies. It’s a veritable playground for creativity and research.

So these days, when it’s time to produce in the R&D arena, the CIA has the talent and the resources for extraordinary results.
Innovation in Thought Leadership

The CIA’s conferences and retreats brought together experts and leaders in various sectors of the industry to discuss important issues and trends in the food world. The 8th Worlds of Flavor Conference at Greystone, sold out once again, focused on “Ancient Fires, World Flavors, and the Future of American Cooking.” A group of leading American nutrition scientists, corporate chefs, foodservice menu decision-makers, and other culinary experts gathered for the Second Annual Worlds of Healthy Flavors Leadership Retreat, presented by the CIA and Harvard School of Public Health—Department of Nutrition (HSPH). The college also hosted its popular annual retreats—Flavor, Quality, and American Menus and Worlds of Flavor, Baking and Pastry Arts.

Did You Know?

The CIA’s ISG team is headed up by no fewer than three American Culinary Federation-Certified Master Chefs. The college’s Industry Solutions Group (ISG) is in good hands. Leading the team, Associate Vice President Victor Gielisse is a Certified Master Chef. Project Director Ron DeSantis ’81 is a Certified Master Chef. Senior Consultant Rudy Speckamp is one, too. Dr. Gielisse is energized about helping companies make their products excellent, consistent, and, above all, different from the competition. “How do we deliver this differentiation? ISG can do it through innovation, by helping foodservice companies leverage the forefront of new disciplines affecting the industry,” he says. “Best of all, ISG can draw on the experience and skills of our world-class faculty as well as the intellectual content and cutting-edge programs we have available at the CIA.”

The 2005 Worlds of Flavor Conference highlighted the cooking of many cultures, and explored how these cuisines are reshaping American menus.
The CIA joined New York State Senator Hillary Rodham Clinton and the Commission on Independent Colleges and Universities to host *Colleges Buying Local: A Farm-to-Fork Initiative*. The one-day conference drew New York State colleges, foodservice representatives, and farmers’ groups to the college’s Hyde Park campus. The event supported Senator Clinton’s continuing efforts to expand markets for New York State agriculture and provide consumers with high-quality, nutritious food.

**Innovation in All That We Do**

Sixty years. Six decades. Three score. All these years later, the CIA has the passion, determination, and spirit of innovation to keep us at the forefront of the culinary profession. As the industry changes, we’ll keep blazing trails not only for the food professionals of today, but for the culinary leaders of tomorrow. We can be confident that, whatever happens in the food world during the *next* 60 years, The Culinary Institute of America will be right there, leading the way.
2005–2006 FINANCIAL HIGHLIGHTS

An Investment In Leadership
The Culinary Institute of America continues to maintain financial stability and growth in support of its leadership role as the world’s premier culinary college.

Operating Revenues Grow
The CIA’s total revenues grew to $118.5 million, an increase of $25.2 million, or 27%, from last year. Tuition and housing fees were the primary contributors to the college’s strong revenue growth. Increases in gifts, restaurant sales, intellectual property royalties, and investment returns contributed 39% of total revenues, which enables the CIA to maintain affordable tuition and fees.

Total degree program enrollment at the Hyde Park campus continued to grow. Average enrollment grew in all four degree programs—A.O.S. in culinary arts and baking & pastry arts and B.P.S. in culinary arts management and baking & pastry arts management. Enrollment at the Greystone campus also continued to grow. As a result of this enrollment growth, the college continued to expand on-campus housing; a record number of students lived at the Hyde Park and Greystone campuses.
Continuing Education continues to be a strong revenue generator for the college. Total continuing education revenues were more than $11.6 million, increasing over $2.8 million, or 33%, from last year. Continuing education covers a diverse range of services, including certificate programs, custom programs, courses for professionals, conferences, educational retreats, and adult education.

The CIA received more than $6.9 million in financial support from donors, which was more than double the amount received last year. Contributions—which account for more than 5% of the college’s total revenue—help fund existing and future facility construction, increase the endowment, and support student scholarships.

Endowed Investments Continue To Rise
Endowed investments grew to $67.1 million due to donor contributions, internal reinvestment, and solid investment returns. The CIA’s total endowment fund grew $18.7 million, or 39%. The endowment helps support student scholarships, as well as facility maintenance and quality initiatives.

Assets Increase Once Again
The college’s assets were $271.3 million, an increase of $17.9 million, or 7%. The CIA continued reinvesting in property, plant, and equipment (PP&E) in order to maintain and enhance its world-class facilities. PP&E grew to $164.8 million, an increase of $16.1 million.
Major new projects at the Hyde Park campus include the completion of both Anton Plaza (a terrace and parking garage) and the new Admissions building, the purchase of 20 acres of land on the northern border of the campus, and the construction of a fifth lodge.

Major construction projects at the Greystone campus include the renovation and opening of the Vineyard Lodge and the opening of the Ventura Foods Center for Menu Research and Development.

**Consolidated net assets (equity)** increased $23.5 million, which represents an 18.2% return on net assets.

**Financial Aid Benefits Students**
Financial aid provided to our students from all sources (Federal, State, private donors, and the CIA) totaled $53.7 million, an increase of 8.2%. 91% of the students received some form of financial assistance. Student loans were $37.7 million, or 70% of all disbursed aid. CIA and private donor scholarships were $10.5 million, an increase of 8%. The college received and disbursed to students more than $1.9 million in Federal PELL grants.
## CONSOLIDATED BALANCE SHEET

May 31, 2006 (with comparative figures for 2005)

In Thousands

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The Culinary Institute of America 2006
IN MEMORIAM
The trustees, faculty, staff, and students of The Culinary Institute of America mourn the passing of CIA Chairman Emeritus Julius Wile, who played such a pivotal role in helping the college lead the way in culinary education.

JULIUS WILE
In nearly 40 years of service to the CIA, Julius Wile served in virtually every capacity that a volunteer can participate in. He began his affiliation with the CIA in 1968, when the college was located in New Haven, CT. An internationally acclaimed wine expert, Dr. Wile had been invited to conduct a wine tasting and lecture. After that, he continued to organize wine courses at the CIA, and went on to serve as a Trustee, chair numerous committees, and ultimately become chairman of the board. Following a distinguished trusteeship, he was an active and fully engaged trustee emeritus and advisor.

A generous benefactor, Dr. Wile felt passionately about helping our students. Examples of his commitment can be seen throughout the CIA—The Julius Wile Baccalaureate Center, The Julius Wile Wine Library in the Escoffier Restaurant, and The Ruth M. & Julius Wile Endowed Scholarship Fund. He also supported and encouraged the development of the Conrad N. Hilton Library on campus, and was a true champion of our bachelor’s degree program. Over the past decade he missed just one baccalaureate graduation out of more than 30. Julius Wile truly made his mark on The Culinary Institute of America, and touched a great many lives in the process.

Julius Wile
THE SOCIETY OF FELLOWS
The Society of Fellows of The Culinary Institute of America was created to assist the president in continually and aggressively enhancing the quality, excellence, and reputation of the CIA. Through inclusion in the Society of Fellows, the CIA honors distinguished members of the foodservice, hospitality, and related industries—or, in special instances, the world at large—for their accomplishments, service, and contributions.

Fellows are a select and exclusive group of leaders chosen for their commitment and ability to help The Culinary Institute of America achieve its mission. They are appointed by the president for three-year terms with a maximum of four consecutive terms.

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We’ve made a lot of friends in 60 years. From alumni to other foodservice and hospitality leaders to community leaders to students and parents of students, the CIA has been fortunate to have been involved with people who care as much about culinary excellence and the future of our industry as we do. These partnerships have helped advance the college throughout our six decades of leadership.

We are most appreciative of the support from the following benefactors, whose restricted and unrestricted gifts were received between June 1, 2005 and May 31, 2006. As a not-for-profit organization, we rely on contributions from friends of the college, alumni, and other members of the foodservice and hospitality industry to help us lead the way in culinary education.

“Friendship is essentially a partnership.”

Aristotle, Ancient Greek Philosopher
OUR BENEFACTORS

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New pledges of $100,000 or more

(f) = Fellow

$1 Million
Ecolab Foundation
Jones Dairy Farm
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$500,000–$999,999
Ventura Foods

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Campbell Soup Company
The Coca-Cola Company
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Ecolab Inc.—$1.25 million
Keeping the Leading Edge

Through their premium cleaning and sanitizing products and services, Ecolab, Inc. helps restaurateurs and other business owners around the world to ensure the quality of their operations, enhance their reputation, and invest in their future. The company is doing the same for The Culinary Institute of America, with generous support that keeps the college’s world-class facilities on the technological forefront.

On May 22, 2006, Ecolab announced a pledge of $1.25 million to the CIA. The funds will be used to establish the Ecolab Theatre at the college’s main campus in Hyde Park, NY and to renovate, upgrade, and maintain the Ecolab Theatre at the CIA at Greystone in St. Helena, CA.

The 125-seat Ecolab Theatre at Greystone, used for lectures, classes, and cooking demonstrations, was established in 1995 with a $500,000 donation. Ecolab’s new gift will provide for significant upgrades, including multimedia capabilities that can extend presentations beyond campus via Webcasting and simulcasting, as well as collaboration technology that allows the audience to communicate electronically with a presenter.

The Ecolab Theatre at the Hyde Park campus is a newly completed 99-seat demonstration theater featuring 65-inch plasma viewing screens and state-of-the-art kitchen equipment. Located in the new Admissions Center, the demonstration theater creates an indelible first impression on prospective students and their families, helping to attract top candidates—who will use the cutting edge knowledge they gain at The Culinary to lead the industry far into the future.

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Developing Future Leaders

Jones Dairy Farm—$1 million

Jones Dairy Farm President and professionally trained chef Philip H. Jones always wanted to attend The Culinary Institute of America. But because of his responsibilities to the sixth-generation, family-owned company, he wasn’t able to. By establishing The Jones Dairy Farm Endowed Scholarship Fund at the CIA, he and the Fort Atkinson, WI-based company, producer of quality processed pork products, are helping the college to develop other aspiring culinarians into outstanding chefs. The fund supports six $5,000 scholarships each year for juniors and seniors in the bachelor’s degree program in culinary arts management.

In honor of the generous scholarship endowment, the CIA’s Breakfast Cookery kitchen was renamed The Jones Dairy Farm Kitchen at a dedication ceremony on May 2, 2006. “We are honored to be affiliated with the world’s preeminent culinary college,” said Mr. Jones. “From a personal standpoint, culinary education was such an important part of my upbringing that I’m thrilled with our family’s commitment to help cultivate the future generations of talented chefs and foodservice professionals.”

The company’s deep family values and commitment to culinary arts education are evident to the recipients of the Jones Dairy Farm Endowed Scholarship. The Jones family likes to stay in close touch with “their” students, hearing about how they’re doing with their studies and career plans—and getting a glimpse into the future of foodservice.
Joseph and Anne McCann—
$1 million
Taking the Lead

Joe and Anne McCann care deeply about higher education, the foodservice industry, and making opportunities available to disadvantaged youth. That’s why these longtime supporters have made the CIA and its students their main philanthropic priority. The couple’s most recent gift, a pledge of $735,000, brings their giving to the college to $1 million.

Mr. McCann, retired senior vice president of PepsiCo and a Fellow of the Institute, and his wife established the Joseph and Anne McCann Scholarship in 1997 to help build a more diverse student body at the college. The fund helps top students who no longer have the means to continue at the CIA, as well as prospective students who might not otherwise consider coming to the college. Over the years, the couple has taken a great interest in following the progress of McCann scholarship recipients, and has found the experience extremely rewarding.

“CIA students are working far, far harder and are much more motivated than the average college student,” said Mr. McCann. “If students do well here, they will do well in their lives and careers.”

The new funds they’ve pledged will be used not only for their scholarship but also to support the college’s new “All Aboard CIA!” outreach initiative, which exposes New York City youths to opportunities in the culinary world with a daylong visit to the CIA campus. The initiative’s official launch in November follows on the heels of its highly successful pilot, which brought 16 students to campus, eight of whom had matriculated.
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Alumni benefactors with both A.O.S. and B.P.S. degrees from the CIA are listed within their preferred graduation years, with the year of their other degree included after each of their names.  

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Ventura Foods—$1 million Inspirational Thought Leadership

Innovation. It’s top-of-mind at virtually every major corporation, the subject of countless business books and articles—and crucial to staying competitive in a global economy. Two innovators in foodservice, the CIA and Ventura Foods, LLC, have joined forces to lead the industry to new food solutions.

On November 9, 2005, the college dedicated the Ventura Foods Center for Menu Research and Development at the Greystone campus. Designed to inspire innovative, menu-driven solutions for the foodservice industry, the 8,000-square-foot facility includes ideation rooms, a theater-style kitchen, and interactive audience response technologies. The Center was founded on a ground-breaking, interdisciplinary approach that brings together an organization’s culinary, marketing, operations, and food science teams. Food scientist Dr. Chris Loss ’93, a graduate of the CIA and Cornell University, came on board in December as director of the new center.

“Through collaborative menu development sessions, high-energy invitational seminars, leading edge new media work, and more, the Ventura Foods Center will create a first-of-its-kind environment through which great brands and great companies can advance the art and science of creating new consumer food value,” said Kelly Brintle, senior vice president for corporate strategy and business development for Ventura Foods, LLC.

The college also announced two additional partnerships with Ventura at the dedication ceremony: the Ventura Foods Term Chair in Menu Research and Development, and the Ventura Foods Expendable Scholarship. Both will serve to extend the reach of the Ventura Foods-CIA partnership in the foodservice industry.

The Ventura Foods Center—providing inspiration for innovative, menu-driven foodservice solutions
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William and Patricia Anton Anton Plaza
ARAMARK Irving Greenfield Kitchen (K-1)
James Hutton Kitchen (K-2)
Anthony Athanas Anthony Athanas Chef's Office
Donald Axleroad Betty Axleroad Language Lab
Frank C. Baker Frank C. Baker Lobby
Banfi Vintners Banfi Vintners Dining Room
Basic American Foods Basic American Foods
Production Kitchen
Ed Hartley Benenson Escoffier Restaurant
H. Jerome Berns Martha Berns Reading Room
Bindi Dessert Service Bindi Dessert Station
Paul Bocuse Escoffier Restaurant Kitchen
Cahners Publishing Company Walter Cahners Reading Room
Catelli Brothers Catelli Butchery Station
Julia Child Julia Child Rotisserie Kitchen
(American Bounty)
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Craig Claiborne and Craig Claiborne Bookstore
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Commanderie de Bordeaux Display Case (Statler Walk)
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Confrérie de la Chaîne Display Case (Statler Walk)
des Rôtisseurs
Conrad N. Hilton Foundation Conrad N. Hilton Library
Continental Coffee Company Jacob S. Cohn Kitchen (K-5)
Cres-Cor Cres-Cor Office
Danny Kaye & Danny Kaye Theatre
Sylvia Fine Kaye Foundation
Joseph P. DeAlessandro Joseph P. DeAlessandro Dining Room
Ecolab Foundation Ecolab Theatre
Ecolab, Inc. Ecolab Warewashing Rooms
Mr. and Mrs. Paul Elbling Mr. and Mrs. Paul Elbling Chef's Table
Faculty, Students, and Staff Faculty, Student, and Staff Lounge
John and Clara Farquharson Farquharson Hall
Baron Galand Baron Galand Bakeshop and Baron Galand Pizza Area
General Foods Corporation General Foods Nutrition Center and General Foods Skills Development Kitchen
Guest Services, Inc. Guest Services, Inc. Conference Room
A. Reed Hayes A. Reed Hayes Hospitality Center
Helmsley Hotels Helmsley Hotels Classroom
H. J. Heinz Company Foundation Heinz Plaza
Hobart Corporation Hobart Kitchen
Hotel Employees and HEREIU Bar and HEREIU Kitchen
Restaurant Employees
International Union
Illycaffè, Inc. Illycaffè Hospitality Center
Iowa Beef Processors Iowa Beef Processors Meat Fabrication Room
Howard D. Johnson Howard D. Johnson Pantry II
Jones Dairy Farm Jones Dairy Farm Kitchen
J. Willard Marriott J. Willard Marriott Corporation
Corporation Corporation Lobby
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**GREYSTONE CAMPUS**

Cakebread Cellars .................................. Cakebread Kitchen
California Raisin Growers .......................... Raisin Growers Stairs and Demonstration Vineyard
California Walnut Commission ..................... California Walnut Commission Guest Room
Cannard Fund ........................................ Cannard Herb Garden
Clover Stornetta Farms, Inc. ...................... Clover Stornetta Chef’s Table
Walter J. Conti ..................................... Walter J. Conti Boardroom
Cres-Cor Company .................................. Cres-Cor Foyer
Ken and Grace De Baun ............................. Ken and Grace De Baun Café and De Baun Theatre
Durkee/Tone Brothers, Inc. ....................... Spice Islands Marketplace
Ecolab, Inc. ........................................ Ecolab Theatre
Kikkoman International, Inc. ..................... Kikkoman International Room
Kriendler-Berns Foundation ...................... Kriendler-Berns Hospitality Center
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<td>Jerry and Margie Schubert</td>
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Green and gold lights along the Mid-Hudson Bridge helped mark The Culinary Institute of America’s 60th anniversary in May.